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Public Safety Interoperable Communications (PSIC) Office 2010 Plan

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DEFINITIONS

Abbreviation	Name	Section
ADEM	AZ Division of Emergency Management	2.3
AIRS	Arizona Interagency Radio System	2.3
AZDOHS	Arizona Department of Homeland Security	2.1
CASM	Communication Assets Survey and Mapping Tool	1.2.2
COML	Communications Unit Leaders Training	1.2.1
Commission	Public Safety Communications Advisory Commission	Executive Summary
Committee	Statewide Interoperability Executive Committee	Executive Summary
COMT	Communications Unit Technician Training	2.4
DHS	U.S. Department of Homeland Security	1.2
DOI	Department of Interior	1.2.3
DPS	AZ Department of Public Safety	Executive Summary
DPS/WSB	DPS, Wireless Systems Bureau	2.3
FEMA	Federal Emergency Management Agency	1.2.3
FPIC	Federal Partnership for Interoperable Communications	1.2.3
GITA	Government Information Technology Agency	Executive Summary
ICTAP	Interoperable Communications Technical Assistance Program	1.2.2
IECGP	Interoperable Emergency Communications Grant Program	3.1
JLBC	Joint Legislative Budget Committee	3.3
MOU	Memorandum of Understanding	2.1
M/W	Microwave	2.4
NECP	National Emergency Communications Plan	Executive Summary
NGA	National Governors Association	1.2.1
NNALEA	National Native American Law Enforcement Association	1.2.3
NPSTC	National Public Safety Telecommunications Council	1.2.3
OEC	Office of Emergency Communications, DHS	1.2
PSCC	Public Safety Communications Advisory Commission	Executive Summary
PSIC	Public Safety Interoperable Communications Office	Executive Summary
PSP	Policies, Standards and Procedures	2.1
R4C	Regional Four Corners Homeland Security Coalition	1.2.3
RECCWG	Regional Emergency Communications Coordination Working Group	1.2.3
RFP	Request for Proposal	2.1
RFQ	Request for Quote	2.1
SAA	State Administrative Agent	2.1
SAFECOM	A communications program of DHS that provides research, development, testing, evaluation, guidance, tools and templates on interoperable communications	1.2.1
SCIP	Statewide Communications Interoperability Plan	Executive Summary
SIEC	Statewide Interoperability Executive Committee	Executive Summary
SOP	Standard Operating Procedure	1.2.2
STR	Strategic Technology Reserve	2.3
SWBCWG	Southwest Border Communications Working Group	1.2.3
SWIC	Statewide Interoperability Coordinator	1.2.3
TA	Technical Assistance	1.2.2
TCA	Target Capabilities Assessment	2.1
TICP	Tactical Interoperable Communication Plan	1.2.2
UASI	Urban Areas Security Initiative	1.1

CHARTS

EXECUTIVE SUMMARY

The Public Safety Interoperable Communications (PSIC) Office in the Government Information Technology Agency (GITA) is responsible for advancing interoperable communications in Arizona and supporting the Public Safety Communications Advisory Commission (PSCC or Commission) and Statewide Interoperability Executive Committee (SIEC or Committee) in performance of their missions.

The Legislature moved PSIC to the Government Information Technology Agency from its prior home at the Department of Public Safety (DPS), retroactive to July 1, 2008. During the window of time between the end of the 2008-2009 fiscal year and the general effective date of the legislation, DPS and GITA worked closely to transfer the Office to GITA. The transition was completed on October 2, 2008.

PSIC Vision – Arizona's public safety personnel, at all levels of government and within non-governmental organizations, have access to quality interoperable communication systems, are adequately trained, and utilize such systems effectively in multi-disciplinary, multi-jurisdictional incident response.

PSIC Mission – The Public Safety Interoperable Communications Office will serve as a leader for Arizona in advancing public safety communications interoperability.

Statutory Framework - Arizona Revised Statutes 41-3542 sets forth the powers and duties of PSIC and the PSCC. ARS §41-3542 - Advisory commission; powers and duties; report states:

A. The Arizona public safety communications advisory commission shall make recommendations to the agency regarding the development and maintenance of work plans to outline areas of work to be performed and appropriate schedules for at least the following:
   1. The development of a standard based system that provides interoperability of public safety agencies' communications statewide.
   2. The promotion of the development and use of standard based systems.
   3. The identification of priorities and essential tasks determined by the advisory commission.
   4. The development of a timeline for project activities.
   5. Completion of a survey of existing and planned efforts statewide and benchmark against similar efforts nationally.
   6. Providing support for the state interoperability executive committee.
   7. Establishing committees and work groups as necessary.

Strategic Initiatives - On November 20, 2008, PSIC held a Joint Working Session with the PSCC, SIEC and stakeholders from around the State. The Statewide Interoperable Stakeholders Working Session incorporated facilitated discussions on the current status and the future of interoperable communications in Arizona (ARS 41-3542 A-1), including advantages and disadvantages of current systems, operability vs. interoperability concerns, definitions for a system of systems, overlay and the impact of the current downturn in the economy.

On February 24, 2009, the PSCC and SIEC conducted a Statewide Communications Interoperability Plan (SCIP) Implementation Workshop, hosted by the PSIC Office and DHS OEC. The workshop brought together State and local representatives to discuss key SCIP initiatives including timelines, national initiatives in the National Emergency Communications Plan (NECP), requirements to align our SCIP with the NECP, grant programs and other federal offerings to help Arizona implement SCIP initiatives. As part of this workshop, the PSCC and SIEC identified priorities and essential tasks (ARS 41-3542 A-3) in each of the five SAFECOM Continuum lanes of Governance, Technology, Standard Operating Procedures, Training & Exercise, and Usage & Outreach.

The Strategic Initiatives and Supporting Objectives developed at these meetings were approved by the Commission on May 19, 2009 and form the basis for the development of a timeline (ARS 41-3542 A-4) for project activities. A revised Statewide Communications Interoperability Plan (SCIP) was drafted and revised after several public meetings and comment periods. The PSCC approved the revised SCIP on January 19, 2010. Appendix A contains these Initiatives and Objectives and Appendix B shows how they align with our enabling statute.

Roles Summary - The key functions of the PSIC Office are:
1. Arizona's Interoperability Representative
2. Planning & Consulting
3. Funding & Reporting
4. Logistics & Operations
5. Stakeholder Engagement & Interactions

Detailed information on each of these key functions is summarized in Sections 1.0 through 5.0 of this Plan.

1.0   ARIZONA'S INTEROPERABILITY REPRESENTATIVE

The Manager of the PSIC Office, Lisa Dee Meyerson, serves as the principal State of Arizona contact to the Federal government and other states in regard to interoperability initiatives for Arizona. She also serves as the Statewide Interoperability Coordinator for all first responders statewide.

As in Arizona, over half of the Statewide Interoperability Coordinators in the United States are with the Information Technology or Homeland Security agencies in their respective states.

PSIC is responsible for communicating with appropriate authorities regarding the resources needed by Arizona, obtaining possible resources, educating stakeholders regarding resources that can be beneficial to them, and participating in key multi-state, regional and border initiatives with federal, State, local and other partners.

1.1 State Partners

The stakeholders involved in public safety communications interoperability involve all members of the public safety community, including:

- Members of PSCC, SIEC and working groups

- Public Safety & Government Associations

- Police & Fire Executive Staff, Operational Staff, Officers and Board Members

- Elected Officials, City and County Managers

- Emergency Managers and Incident Commanders

- Communication Center (911) Managers

- Emergency Management Personnel (Operations Level)

- Regional System Administrators

- Urban Areas Security Initiative (UASI) Members

- Regional Initiative Participants – Multi-State, Local, Tribal and Federal

- Non-governmental organizations with a public safety mission

First Responder Community

Law Enforcement

Fire

Cities / Counties

Hospitals

Tribes

NGOs

Four Corners

Mexican Border States

Representatives

Governor

Arizona State Legislature

Federal Department of Homeland Security

Arizona Department of Homeland Security

Grant Award Decision Process

Legislation forming the PSCC and PSIC Support Office

Reporting

Advise & Confer $$

Appoint

Authority

Authority $$

$$

Public Safety Communications Advisory Commission (PSCC)

Staff

Advise

GITA Public Safety Interoperable Communications Office (PSIC)

Confer

Department of Public Safety (DPS)

$$

Arizona Interagency Radio System (AIRS)

Statewide Microwave System

$$

Recommend

Recommend

Requests

Staff

Staff

Confer

Requests

Statewide Interoperability Executive Committee (SIEC)

PSCC Governance Workgroup

- Statewide Communications Interoperability Plan (SCIP)
- *Governance Model*
- *Memorandums of Understanding (MOUs)*
- *Policies, Standards, and Procedures (PSPs)*

Regional and Local Communications Systems *(Funded by federal and local $$)*

Operations Workgroup

Technical Workgroup

Chart1: PSIC sits at the strategic hub of the interoperable communications planning in Arizona

1.2 Federal Partners – OEC, NGA, Etc.

The main Federal government resource for States in regard to interoperability is the Office of Emergency Communications (OEC) in the United Status Department of Homeland Security (DHS).
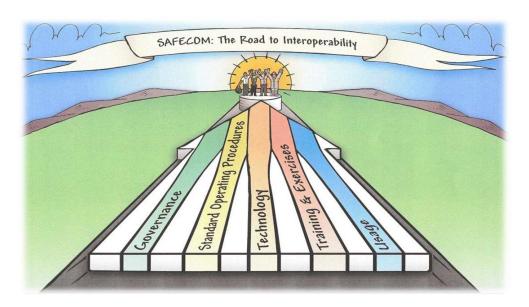
After Hurricane Katrina, Congress established OEC through Title XVIII as part of the Department of Homeland Security's National Protection and Programs Directorate. Congressional legislation mandated OEC to coordinate emergency communications activities at the Federal, State, local, and tribal levels. OEC began operations on April 1, 2007.

In addition to Grants (described under 3.0 Funding and Reporting below), there are OEC service offerings in the areas of: Policy & Planning; Technical Assistance; Coordination & Collaboration.

1.2.1   Policy and Planning

According to Section I.C.5 of the 2006 Homeland Security Grant Program, all states were required, by December 2007, to develop and adopt statewide communications interoperability plans (SCIPs). SCIPs are statewide plans to enhance communications interoperability. As of April 18, 2008, all 56 State and territory SCIPs were approved by OEC. OEC is now undertaking initiatives to support States' implementation of their SCIPs and OEC is aligning its resources and programs to best support each State's interoperability needs.

Each SCIP must address all lanes of the SAFECOM Interoperability Continuum:

Arizona's annual SCIP Implementation Report reporting progress under the SCIP is due on July 31st. OEC has compared all SCIPs and identified common themes and issues. The comparative report is available at http://www.safecomprogram.gov/NR/rdonlyres/C6C0CD6A-0A15-4110-8BD4-B1D8545F0425/0/NationalSummaryofSCIPs_February2009.pdf.

Arizona conducted a SCIP Implementation Workshop facilitated by OEC on February 24th 2009 and 68 individuals participated from 42 organizations. The focus of the Workshop was to assist Arizona's stakeholders in their communications interoperability efforts and to discuss Arizona's future communications interoperability governance structure.

A thorough revision of Arizona's SCIP occurred during 2009 and the updated SCIP was approved by the PSCC at the January 19, 2010 meeting.

Work done to update the SCIP included:
- Revision of SCIP Initiatives and Objectives.
- Revision of content to update and connect *Goals & Objectives* to *Strategic Initiatives*
- Identification of funding available for initiatives to be completed in 2009 and 2010
- Documentation of more detailed plans for key Strategic Initiatives
- A clearer summarization of the current state of interoperability in Arizona, regionally and statewide
- Transfer of background material and data tables to Appendices
- Annual and other updates including those identifying regional system advancements and the transfer of PSIC to GITA
- Documentation of SCIP alignment with the National Emergency Communications Plan.

The NECP is a national strategic plan developed by OEC and delivered to Congress in July 2008 that sets nationwide goals and objectives to improve interoperability, operability, and continuity of communications for Federal, State, local, and tribal emergency responders. Most of the obligations of the NECP are the responsibility of the federal government. The eight NECP milestones which apply to states relate to governance, planning, training/exercise and national interoperability channels. The SCIP now illustrates how these requirements relate to Arizona's initiatives.

The National Governors Association (NGA) has best practice academies focused in areas of strategic importance to Governors nationally, including public safety communications interoperability. Arizona was one of six states awarded a federal DHS competitive grant to participate in the NGA Center for Best Practices Policy Academy on *Interoperability: Focus on Governance*. The project was supported by the OEC and the Office for Interoperability and Compatibility.   The Policy Academy was designed to help selected states improve governance structures for statewide communications interoperability planning and implementation. A report on the results of this Policy Academy Governance work was delivered to the PSCC at its September meeting; and can be found at
http://www.azgita.gov/psic/meetings/2009/sep15/091509_psic_update.pdf

The National COML Working Group established standards for training, evaluating, and certifying those individuals responsible for managing emergency incident communications, as part of the Communications Unit Leader (COML) Training program. As of the end of 2009, OEC has supported the training of over 1600 practitioners to serve as All Hazards COMLs. The City of Phoenix hosted COML training in Arizona with two training sessions in the Phoenix metro area, one in Tucson, one in Flagstaff, and one in Yuma. PSIC was also granted a COML training session in AZ which was held in Sierra Vista.

1.2.2 Technical Assistance

The United States Department of Homeland Security's Office of Emergency Communications and, from time to time, other agencies of the federal government offer Technical Assistance (TA) grants to States.

The Federal government directly contracts for consulting services to the State to advance initiatives aligned with the SAFECOM Interoperability Continuum. TA offerings in the Technical Assistance Catalog at www.safecomprogram.gov are categorized into the following major topic areas:

1. Governance and Standard Operating Procedure (SOP) Support
2. Communications Unit Training and Support
3. Communications Operations Support
4. Communications Systems Engineering Support
5. Tactical Communications Enhancement Support
6. Regional Communications Enhancement Support
7. Communication Assets Survey and Mapping (CASM) Tool Support

When a State is granted OEC Technical Assistance, the State interacts with a federal contractor to implement the awarded program. In some cases, the assistance is provided directly to PSIC. In other cases, PSIC must facilitate the identification of a community that can benefit from the assistance.

In 2009, Arizona received four TA grants as part of the Interoperable Communications Technical Assistance Program (ICTAP). Technical Assistance was provided to Arizona in the areas of Governance, Statewide SOP Development, Training/Exercise and Tactical Interoperable Communications Plan (TICP) development. PSIC managed the Governance and SOP TAs directly and worked with the communities surrounding Yuma on the Training/Exercise and TICP TAs.

PSIC again applied for Technical Assistance for 2010, and received notice of two Technical Assistance awards in December 2009. The first award provides Technical Assistance for a Regional Communications Enhancement Package in support of a Southwest Border region, and the second provides an assessment of existing governance structures for PC-WIN, which serves the Tucson UASI. PSIC will continue to seek additional opportunities for technical assistance as they become available.

OEC publishes at www.safecomprogram.gov guidance documents in support of interoperability, including:

– Improving Interoperability through Shared Channels
– Plain Language Guide
– Interoperable Communications for Planned Events
– National Interoperability Field Operations Guide
– Interoperability Business Case: An Introduction to Ongoing Local Funding
– Statewide Communications Interoperability Governance and SCIP Implementation Methodology

These technical assistance guidance documents inform and support PSIC initiatives.

1.2.3 Coordination and Collaboration

OEC fosters Federal, regional, State, local, tribal, and private sector interactions through many means, including periodic national conferences, conference calls, and convening of committees.

Arizona's Statewide Interoperability Coordinator is now actively engaged with:
- o Federal Emergency Management Agency (FEMA)
    - Regional Emergency Communications Coordination Working Group (RECCWG)
- o Federal Partnership for Interoperable Communications (FPIC) - coordinates interoperability capabilities within the Federal government and between Federal, State, local and tribal agencies
    - Conference calls – periodic on a host of subjects
    - Southwest Border Communications Working Group (SWBCWG) - provides a forum to identify and leverage infrastructure-sharing opportunities and to enhance interoperability among Federal, State, local, and tribal agencies implementing wireless infrastructure along the U.S.-Mexico border
- o Department of Homeland Security Office of Emergency Communications
    - National Conference on Emergency Communications: *Communications for a Secure Nation*
- o National Governors Association
    - National Statewide Interoperability Coordinators (SWICs) - focused on sharing and implementing best practices among SWICs nationally and educating state-level coordinators
        - NGA Center SWIC National Meetings (Paid for by NGA)
- o National Native American Law Enforcement Association (NNALEA)
    - Regional Four Corners Homeland Security Coalition (R4C) - In the Four Corners area where Colorado, Utah, New Mexico, and Arizona meet, taking a regional approach with all the impacted tribes and counties
- o National Public Safety Telecommunications Council (NPSTC)
    - Regional Emergency Communications Coordination Working Group
- o US Department of Interior (DOI) - Border Interoperability Demonstration Project

OEC and other agencies work with the States to identify and develop demonstration projects. Arizona will seek involvement in such projects, whenever possible.

2.0 PLANNING AND CONSULTING

The second of the key functions of the PSIC Office is planning and consulting.

2.1 Current Initiatives with PSIC Planning Role

The current statewide Strategic Initiatives for which PSIC provides planning services are listed below:

	ID	SCIP Section	Strategic Initiative & Objectives	Term	Lead
Governance	1	5.8.1.1	**Expand & Implement Interoperable Communications Governance Model & Plan**	Short (2010/2011)	PSIC Office
		1)	Conduct an annual review and update the SCIP as needed		
		3)	Strengthen the SIEC (2009).		
Usage & Outreach	12	5.8.5.1	**Create and Implement an Education and Outreach Plan in Support of Interoperable Communications**	Short (2010)	PSIC Office
		1)	Develop a statewide Education and Outreach Plan in support of interoperable communications that describes the plan for encouraging collaboration and educating policy makers and practitioners.		

In addition, the Arizona Department of Homeland Security (AZDOHS) – the State of Arizona State Administrative Agency (SAA) - conducted an Arizona Target Capabilities Assessment (TCA). The development of the TCA involved agencies throughout the State of Arizona including law enforcement, public safety and emergency response organizations at the federal, tribal, State, county and local level. Non-profit and private sector organizations were also an integral part of the TCA.

The TCA includes a Capabilities Survey, which enables a Gap Analysis and Needs Assessment of the current status of emergency preparedness and response capability in Arizona. One of the 37 TCA areas evaluated was Communications, including interoperable communications. The results in the communications area are now available and are being utilized to better target strategic initiatives and planning.

In addition to specific initiatives, PSIC staff will engage in the following planning activities:

- Engage and garner input and direction from stakeholders:
    - All day workshops (i.e., February 2009 and April 2010 meetings)
    - Regional Forums – as needs are identified and local interest is expressed
    - Outreach meetings – on-going

- Receive guidance from PSCC – five meetings annually
- Work with SIEC – five meetings annually
- Staff and support Workgroups
  - PSCC Governance Workgroup – meetings and conference calls based on assignments defined below
  - SIEC Technical and Operational Workgroups – meetings and conference calls based on assignments defined below

	PSCC Governance	SIEC Technical	SIEC Operations
Governance Model	v		
Charter	v		
Bylaws	v		
PSPs	General & Funding	Technical	Operational
Memorandum of Understanding (MOUs)	v		v
SOPs	v		v
Performance Measures	v	v	
Spectrum Management		v	
Communications Asset Survey Mapping (CASM) Tool Usage		v	
Training			v
Exercises			v
Outreach			v

- Identify, Acquire and Utilize Technical Assistance resources when available
- Utilize SAFECOM resources to support local efforts
- Engage Consultants
- Issue Competitive Requests for Quotes (RFQs) or Requests for Proposals (RFPs)
- Create and Distribute Draft Plans to Interested Parties for comment and refinement
- Finalize Plans and Obtain Plan Approval

2.2 Future Initiatives with PSIC Planning Role

The following planning initiatives are currently in the information gathering stage, in preparation for future planning activities:

	ID	SCIP Section	Strategic Initiative & Objectives	Term	Lead
Governance	2	5.8.1.2	**Develop Long-term Plan for Statewide Interoperability for Voice and Data**	Short (2011)	PSIC Office
		1)	Develop a Long-term Plan for Statewide Interoperability for Voice (2011)		
		2)	Develop a Long-term Plan for Statewide Interoperability for Data (2011)		
	3	5.8.1.3	**Develop and Implement Long-term Funding and Sustainability Strategy for Interoperable Communications**	Short (2011)	PSIC Office
		1)	Identify known local, state, tribal, federal and/or private funding streams that could be used to support interoperability		
		2)	Identify existing and projected interoperability projects in need of implementation and sustainment funding; determine funding requirements for each project		
		3)	Develop a statewide long-term interoperable communications funding plan		
Training & Exercises	10	5.8.4.1	**Develop and Implement a Training Plan to Address Interoperable Communications**	Short (2011)	PSIC Office
		2)	Develop a statewide multi-year communications-focused T&EP		
	11	5.8.4.2	**Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications**	Short (2012)	PSIC Office
		2)	Develop a statewide multi-year communications-focused T&EP		
Usage & Outreach	12	5.8.5.1	**Create and Implement an Education and Outreach Plan in Support of Interoperable Communications**	Short (2010)	PSIC Office
		2)	Actively encourage and coordinate collaborative efforts to identify and address local, regional, tribal, and state barriers to advancing interoperability solutions and usage		
		3)	Travel to regions where interoperable communications are needed and conduct group and one-on-one meetings to understand first hand the challenges facing public safety and service agencies/organizations in advancing interoperable communications, and support stakeholders as they address these challenges		
		4)	Develop resources for interoperable communications to showcase success stories from across Arizona		
		5)	Develop partnerships with agency public information officers, communication managers, regional communication centers and emergency managers		

2.3 Current Initiatives with PSIC Consulting Role

The current key initiatives for which PSIC provides consulting support are listed below:

	ID	SCIP Section	Strategic Initiative & Objectives	Term	Lead
Governance	1	5.8.1.1	**Expand & Implement Interoperable Communications Governance Model & Plan**	Short (2010/ 2011)	PSIC Office
		2)	Develop TICPs and expand the utilization of CASM (2011)		
Technology	5	5.8.3.1	**Complete AIRS by Deploying Remaining AIRS Suites**	Short (2011)	DPS/ WSB
		1)	Provide AIRS coverage for each of the 15 Arizona counties		
	6	5.8.3.2	**Implement, Enhance and Promote Functional Regional Systems in Support of Interoperable Communications**	Long	Regional Partners
		1)	Encourage partnerships in regional shared systems		
		2)	Support the development of new regional shared systems		
		3)	Provide enhancements to existing regional shared systems		
		4)	Develop interoperability connections between regional shared systems		
	7	5.8.3.3	**Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology**	Long (2017)	DPS/ WSB
		1)	Complete the Microwave Southern Loop Connectivity (2010)		
	8	5.8.3.4	**Implement the State STR**	Short (2010)	ADEM
		1)	Pre-position and secure mobile interoperable communications assets for immediate deployment to impacted areas statewide in an emergency or major disaster		
		2)	Provide redundant communications assets which can reconstitute basic public safety/service communications in the event of a catastrophic communication failure		
		3)	Augment COG capabilities by providing a reserve of communications assets to government officials		
	9	5.8.3.5	**Upgrade Operable Communication Systems for State Agencies In Support of Interoperable Communications**	Long	DPS/ WSB
		1)	Develop a plan to provide State Agency Users with continued access to operable public safety/service LMR communications in support of statewide interoperability		
		2)	Implement immediate solutions to enhance operable communication systems for State Agency Users in support of interoperable communications		

In support of these Initiatives, PSIC performs the following roles based on need and available resources:

- Resource Clearinghouse and Repository
- Technical Support
- Resource Identification
- Research & Analysis
- Keeping Abreast of Technology Advances & Options

2.3.1 Project Oversight

For State Agency public safety interoperable communications projects (*Initiatives 5, 7, 8 & 9*), GITA also provides oversight to all phases of the project, to ensure that sound IT, financial and business practices are followed and that projects are completed on time, within budget, and with quality.

Oversight Strategies:
- GITA (in its statutory oversight capacity) receives regular status reports regarding these projects.
- GITA Oversight staff monitors status of key areas of concern, during the intervals between those reports.
- PSIC meets regularly with the key parties to review progress on these initiatives.
- These partners are asked to present updates at least annually at PSCC meetings.

2.3.2 Project Monitoring

For projects on which PSIC performs project monitoring (*Initiatives 1and 6),* PSIC employs the following key strategies:

- Attend key project meetings
- Review project reports
- Identify risks and discuss with project sponsors
- Develop and maintain effective working relationships with agencies involved in implementing these systems
- Stay current on changes/developments with these systems
- Identify local or regional stakeholders that have an interest in learning more about or joining these systems
- Identify best practices from these systems that can be shared with other regions

2.4 Future Initiatives with PSIC Consulting Role

The following initiatives are currently on hold pending activation of the initiatives for which PSIC will provide consulting support:

	ID	SCIP Section	Strategic Initiative & Objectives	Term	Lead
Technology	7	5.8.3.3	**Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology**	Long (2017)	DPS/ WSB
		2)	Complete the Microwave Western Loop Connectivity (subject to funding availability)		
		3)	Complete the Microwave Northern Loop Connectivity (subject to funding availability)		
	9	5.8.3.5	**Upgrade Operable Communication Systems for State Agencies In Support of Interoperable Communications**	Long	DPS/ WSB
		3)	Implement upgrades to operable communication systems for State Agency Users in support of interoperable communications		
Training & Exercises	10	5.8.4.1	**Develop and Implement a Training Plan to Address Interoperable Communications**	Short (2011)	PSIC Office
		1)	Develop regional multi-year communications-focused T&EPs		
		5)	Implement a COMT Training Program and determine a credentialing protocol		
	11	5.8.4.2	**Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications**	Short (2012)	PSIC Office
		1)	Develop regional multi-year communications-focused T&EPs		

2.5 Full System Life Cycle Project Management

For current initiatives on which PSCC has asked PSIC to take a leadership role, GITA is engaged in project management, including full system life cycle activities – planning, analysis, design, development, testing, implementation and outreach. For each of these projects, a detailed Project Plan will be developed.

	ID	SCIP Section	Strategic Initiative & Objectives	Term	Lead
SOPs	4	5.8.2.1	**Establish a PSP Framework, and Implement PSPs, Including SOPS, for Statewide Interoperable Communications Solutions**	Short (2011)	PSIC Office
		1)	Develop a statewide interoperable communications PSP Framework		
		2)	Develop consistent interoperable communications SOPs and SOP templates		
		3)	Implement developed SOPs statewide		
Training & Exercises	10	5.8.4.1	**Develop and Implement a Training Plan to Address Interoperable Communications**	Short (2011)	PSIC Office
		3)	Develop and implement AIRS training statewide		
		4)	Implement a COML Training Program and determine a credentialing protocol		

3.0 FUNDING & REPORTING

PSIC's third major role is funding and reporting.

PSIC pursues or supports pursuit of funding opportunities in interoperable communications. PSIC interacts with multiple funding sources including State, federal, local, tribal and non-governmental entities, to ensure program sustainability. AZDOHS' website has detailed information regarding federal grants for interoperability. Specific examples are cited below.

3.1 Federal Grants

PSIC Funding – The FFY 2007 Public Safety Interoperable Communications Grant Program was a one-time, formula-based, matching grant program intended to enhance interoperability with respect to voice and data communications. The PSIC Grant was designated to assist public safety agencies in the planning and coordination associated with acquisition of, deployment of, or training for the use of interoperable communications equipment, software and systems.

GITA provides oversight on PSIC funded projects under its statutory IT oversight authority (See Section 2.3.1).

Interoperable Emergency Communications Grant Program (IECGP) – IECGP legislation specifies that grants will be made to States and territories to "carry out initiatives to improve local, tribal, statewide, regional, national and, where appropriate, international interoperable emergency communications". IECGP currently supports governance and training initiatives. If there are no needs in these areas, then equipment can also be purchased under the grant.

The PSIC Office is required to consult with AZDOHS on the grants submitted and recommend those submissions that advance interoperability. PSIC can apply for all or part of the State portion of the IECGP grant program (after management and administration costs to AZDOHS).

Oversight - AZDOHS relies on PSIC as a subject matter expert to review all communications related grants to determine alignment with the SCIP, regardless of the funding source. There is currently over $30 million in interoperable communication grants outstanding in Arizona for which PSIC will be asked to provide consulting support, when needed, to AZDOHS.

3.2 State Funding Sources

The FY08 operating budget for PSCC/PSIC at the Arizona Department of Public Safety was $1,383,300. The current operating budget is about half of that amount after anticipated reductions.

3.3 Reporting

ARS Section 41-3542 states in relevant part:

"C. The department of public safety shall consult with the Director of the Government Information Technology Agency or the Director's designee on an ongoing basis. The Director of the Government Information Technology Agency shall submit a quarterly report to the Joint Legislative Budget Committee (JLBC) for review regarding expenditures and progress of the Commission, including a review of staff operations and preparation of requests for proposals for system detail and concept work.

D. The Commission shall annually submit a report of its activities and recommendations to the Governor, the Speaker of the House of Representatives and the President of the Senate on or before December 1 and shall provide a copy of the report to the Secretary of State and the Director of the Arizona State Library, Archives and Public Records."

PSIC is responsible for preparing or supporting preparation of these reports in a timely manner as well as being ready to respond to questions regarding their contents. Copies of previously submitted JLBC reports can be found at: http://www.azgita.gov/psic/library/reports/ .

3.4 Key Funding & Reporting Activities

Key funding and reporting activities include:
- Identify and respond to Grant Opportunities for which the State is eligible
- Review, Analyze and Advise AZDOHS regarding communications related grant submissions
- Create State Budget Initiatives
- Respond to Requests for Information from the State's Budget Offices
- Report to the JLBC and the Governor's Office and Legislature (see Section 3.3)

4.0   LOGISTICS & OPERATIONS

PSIC's fourth major role is logistics and operations.

4.1 Commission, Committee & Workgroups

The Public Safety Communications Advisory Commission is responsible for advancing interoperable communications in support of first responders throughout Arizona. The Commission consists of a Chairman (the GITA Director) and 14 commissioners who are appointed by the Governor. The Commission meets five times per year.

The Statewide Interoperability Executive Committee is the sub-committee of the PSCC responsible for technical and operational recommendations to the PSCC. The SIEC has five members. Two SIEC Co-Chairs are appointed by the PSCC and three members are selected by the SIEC Co-Chairs.

PSCC/SIEC meetings provide a forum for stakeholders to both inform and understand the objectives and strategies of the PSCC/SIEC. This dialogue helps overcome barriers to the effective use of interoperable communications, including operability issues that may stand in the way of achieving interoperable communications goals.

PSCC meetings have been scheduled for the third Tuesday as follows:
* February 16, 2010
* April 21, 2010 *(Note: This is a Wednesday due to facility conflicts)*
* July 2010 *(Note: Date will immediately precede the Law Enforcement Pow-Wow)*
* September 21, 2010
* November 16, 2010

PSCC formed a Governance Workgroup to address development of a Governance Model and Plan for Arizona. The PSIC Office will actively work with this group to advance Governance for interoperability, in keeping with the SAFECOM Continuum.

The SIEC and Governance Workgroup meetings have been scheduled for the 3rd Wednesday of the months alternating with the PSCC meetings. This schedule enables the PSCC to guide the work of the SIEC and the Governance Workgroup while allowing for progress before the next PSCC meeting.

SIEC is scheduled to meet from 10:00 AM until noon, and when needed, the Governance Workgroup is scheduled to meet from 1:00 – 3:00 PM on the following dates:
* January 19, 2010
* March 16, 2010
* May 18, 2010
* August 17, 2010
* October 19, 2010

4.2 Key Logistics and Operations Activities

ARS Section 41-3542, Section B states: "B. The agency may:
1. Employ personnel as required with available monies.
2. Enter into contracts to assess, design, construct and use public safety communications systems.
3. Accept grants, fees and other monies for use by the agency and the advisory commission.
4. Enter into agreements to carry out the purposes of this article.
5. Request cooperation from any state agency for the purposes of this article."

The following is a summary of some of the additional key logistics & operations roles assumed by PSIC:
- Initiates, prepares for and supports Commission, Committee, Workgroup and task force meetings.
- Supports planning for committees and working groups.
- Develops and documents tactical plans.
- Prepares RFPs, RFQs, purchase orders, travel requests and reimbursements, and contracts as needed.
- Maintains electronic distributions lists, including an interested parties list and the PSIC web site that includes a meeting RSVP feature.
- Handles all public meeting notices and requests for accommodations.
- Prepares written documents and communications including project plans, status reports, memoranda, letters, spreadsheets, reports, web-site content, meeting summaries, white papers, policy statements, presentations, newsletters and reports.

5.0 STAKEHOLDER ENGAGEMENT & INTERACTIONS

The PSIC Office's fifth and final role is stakeholder engagement and interaction. PSIC must have effective dialogue with all public safety stakeholders in Arizona to advance interoperability.

5.1 Goals, Objectives and Challenges

The goal of our stakeholder engagement and interaction activities is bi-directional communication with all first responder agencies to:
- Enable PSCC/SIEC/PSIC Office to understand stakeholder needs, desires, limitations and advances in interoperable communications statewide, and
- Identify mechanisms by which important interoperable communication information can be shared with all stakeholders by the PSCC/SIEC/PSIC Office.

Our Objectives are as follows:
1) Stakeholder Engagement - Engage stakeholders throughout Arizona in efforts to advance interoperable communications, including bringing stakeholders together for mutual benefit.
2) Information Sharing - Share information with stakeholders to support their efforts to make advances in interoperable communications.

3) Identify Needs and Resources – As we engage with stakeholders and share information, we will also identify unmet needs. These needs will be presented to PSCC to obtain recommendations regarding addressing these needs.
4) Participate in Exercises

Challenges: In a vast State with many remote areas and many critical public safety needs to address, it is difficult for all stakeholders to attend the PSCC and SIEC meetings. Given the limited number of PSCC appointees and the formality of the public meeting structure, some members of the public safety community may not feel that their voices are heard. Traveling to communities and meeting with stakeholders is one of the best ways to understand the challenges facing a community in advancing interoperable communications.

5.2 Key Stakeholder Engagement and Interaction Strategies

The stakeholder engagement strategies below support all of the goals and objectives above:

5.2.1 Group Meetings Statewide

Attend or present at conferences and regional or statewide meetings, exercises and other collaborative events (Appendix C: Key Stakeholder Engagement Meetings). Often times, a rural agency cannot spare the manpower to send a representative to a centrally located meeting. The PSIC Outreach Manager should provide a brief update at local and regional stakeholder meetings whenever possible. Attendance at these meetings allows PSIC staff to hear from the first responder agencies, as well as to communicate updates to them regarding interoperable communications.

5.2.2 One on One Meetings

Meet one on one with all interested parties that may benefit from interoperable communications. Concentrate on educating key individuals with regional influence to empower them to share with those they work with information regarding the benefit of, and the methods that can be deployed to achieve, interoperable communications.

5.2.3 Increase Awareness of and Involvement in PSCC / SIEC Meetings

- Place meeting agendas and handouts on-line in advance of meetings to encourage attendance.
- Include a public comment section on every agenda.
- Send a notice of each meeting to the PSCC Interested Parties List.
- Include a regional update section on each PSCC agenda and encourage regular updates from the regions
- At least once annually, have a day long strategy meeting at which all members of the community can actively participate to update the goals and objectives of the SCIP.
- Explore possibility of webinar/net meeting solutions for key meetings to encourage broader participation.
- Hold key meetings across the State.

5.2.4 Utilize Telephone Calls & E-Mails

The telephone and e-mail are additional tools that are used to compensate for the limited resources available for outreach. These tools will enable the PSIC Office to:
- begin a dialog and set up multiple meetings in advance of traveling to remote areas of the State,
- respond to inquiries promptly,
- send helpful reference materials, and
- follow-up on information requests received during visits.

5.2.5 Foster Partnerships

Partnerships are the key to success for engaging stakeholders. It is critical that partnerships be created with members of the PSCC, SIEC and Workgroups as well as agency public information officers, communication managers, regional communication centers/systems and emergency managers. These partnerships allow the PSIC Office to leverage the knowledge and expertise of many people, share interoperable communication information with their constituencies, and bring back information to the PSCC, SIEC and the PSIC Office for consideration.

The PSIC Office's stakeholder engagement efforts will be focused on covering as much of the State and meeting with as many agencies as possible to assess the statewide status of interoperable communications. The following year's stakeholder engagement priorities will be set based on the previous year's assessment of each region's needs.

5.2.6 Improve & Utilize Website

The PSCC website at www.azgita.gov/psic/ should be a key portal for information regarding all interoperability matters. Improvements needed to accomplish this include:
- Continually emphasizing website design that is user friendly.
- Providing a rolling twelve month calendar of events.
- Enhancing the website to make it a resource for interoperable communications training, exercises and news items.
- Continuing to provide an on-line sign up form for those interested in receiving information.
- Encouraging all public safety agencies to include a link to our site from their site.
- Creating a section on the website to showcase interoperable communication success stories from across the State.

6.0 PSIC STAFF ROLES

6.1 Personnel *(Current State Budgeted for 5 FTEs)*

Roles	Positions	Current Staff Level	Budgeted Level
State Interoperability Representative	Statewide Interoperability Coordinator & PSIC Office Manager - Lisa Dee Meyerson	1	1
Planning & Consulting	GITA Oversight Manager - Joyce Raschiatore (1/2 time)	1/2	1 & 1/2
	PSIC Project Manager - **Vacant**	0	
Funding & Reporting	PSIC Grants & Contractor Manager - **Vacant**	0	1/2
Logistics & Operations	PSIC Operations Manager - Justin Turner	1	1
Stakeholder Engagement & Interactions	PSIC Regional Interoperability Manager - Michael Todd	1	1
Total		**3 & 1/2**	**5**

Important Note: This does not include contract personnel for project roles funded by Federal Homeland Security grants.

APPENDIX A
SCIP STRATEGIC INITIATIVES AND OBJECTIVES

	ID	SCIP Section	Strategic Initiative & Objectives	PSIC Office Role
Governance	1	5.8.1.1	**Expand & Implement Interoperable Communications Governance Model & Plan**	
		1)	Conduct an annual review and update the SCIP as needed	Current Planning
		2)	Develop TICPs and expand the utilization of CASM (2011)	Current Consulting
		3)	Strengthen the SIEC (2009)	Current Planning
	2	5.8.1.2	**Develop Long-term Plan for Statewide Interoperability for Voice and Data**	
		1)	Develop a Long-term Plan for Statewide Interoperability for Voice (2011)	Future Planning
		2)	Develop a Long-term Plan for Statewide Interoperability for Data (2011)	Future Planning
	3	5.8.1.3	**Develop and Implement Long-term Funding and Sustainability Strategy for Interoperable Communications**	
		1)	Identify known local, state, tribal, federal and/or private funding streams that could be used to support interoperability	Future Planning
		2)	Identify existing and projected interoperability projects in need of implementation and sustainment funding; determine funding requirements for each project	Future Planning
		3)	Develop a statewide long-term interoperable communications funding plan	Future Planning
SOPs	4	5.8.2.1	**Establish a PSP Framework, and Implement PSPs, Including SOPS, for Statewide Interoperable Communications Solutions**	
		1)	Develop a statewide interoperable communications PSP Framework	Project Mgmt
		2)	Develop consistent interoperable communications SOPs and SOP templates	Project Mgmt
		3)	Implement developed SOPs statewide	Project Mgmt
Technology	5	5.8.3.1	**Complete AIRS by Deploying Remaining AIRS Suites**	
		1)	Provide AIRS coverage for each of the 15 Arizona counties.	Current Consulting
	6	5.8.3.2	**Implement, Enhance and Promote Functional Regional Systems in Support of Interoperable Communications**	
		1)	Encourage partnerships in regional shared systems	Current Consulting
		2)	Support the development of new regional shared systems	Current Consulting
		3)	Provide enhancements to existing regional shared systems	Current Consulting
		4)	Develop interoperability connections between regional shared systems	Current Consulting
	7	5.8.3.3	**Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology**	
		1)	Complete the Microwave Southern Loop Connectivity (2010)	Current Consulting
		2)	Complete the Microwave Western Loop Connectivity (subject to funding availability)	Future Consulting

	ID	SCIP Section	Strategic Initiative & Objectives	PSIC Office Role
			3) Complete the Microwave Northern Loop Connectivity (subject to funding availability)	Future Consulting
	8	5.8.3.4	**Implement the State STR**	
			1) Pre-position and secure mobile interoperable communications assets for immediate deployment to impacted areas statewide in an emergency or major disaster	Current Consulting
			2) Provide redundant communications assets which can reconstitute basic public safety/service communications in the event of a catastrophic communication failure	Current Consulting
			3) Augment COG capabilities by providing a reserve of communications assets to government officials	Current Consulting
	9	5.8.3.5	**Upgrade Operable Communication Systems for State Agencies In Support of Interoperable Communications**	
			1) Develop a plan to provide State Agency Users with continued access to operable public safety/service LMR communications in support of statewide interoperability	Current Consulting
			2) Implement immediate solutions to enhance operable communication systems for State Agency Users in support of interoperable communications	Current Consulting
			3) Implement upgrades to operable communication systems for State Agency Users in support of interoperable communications	Future Consulting
Training & Exercises	10	5.8.4.1	**Develop and Implement a Training Plan to Address Interoperable Communications**	
			1) Develop regional multi-year communications-focused T&EPs	Future Consulting
			2) Develop a statewide multi-year communications-focused T&EP	Future Planning
			3) Develop and implement AIRS training statewide	Project Mgmt
			4) Implement a COML Training Program and determine a credentialing protocol	Project Mgmt
			5) Implement a COMT Training Program and determine a credentialing protocol.	Future Consulting
	11	5.8.4.2	**Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications**	
			1) Develop regional multi-year communications-focused T&EPs	Future Consulting
			2) Develop a statewide multi-year communications-focused T&EP	Future Planning
Usage & Outreach	12	5.8.5.1	**Create and Implement an Education and Outreach Plan in Support of Interoperable Communications**	
			1) Develop a statewide Education and Outreach Plan in support of interoperable communications that describes the plan for encouraging collaboration and educating policy makers and practitioners	Current Planning
			2) Actively encourage and coordinate collaborative efforts to identify and address local, regional, tribal, and state barriers to advancing interoperability solutions and usage	Future Planning
			3) Travel to regions where interoperable communications are needed and conduct group and one-on-one meetings to understand first hand the challenges facing public safety and service agencies/organizations in advancing interoperable communications, and support stakeholders as they address these challenges	Future Planning

	ID	SCIP Section	Strategic Initiative & Objectives	PSIC Office Role
		4)	Develop resources for interoperable communications to showcase success stories from across Arizona	Future Planning
		5)	Develop partnerships with agency public information officers, communication managers, regional communication centers and emergency managers	Future Planning

APPENDIX B – SCIP INITIATIVE ALIGNMENT WITH AZ STATUTES

	ID	SCIP Section	Strategic Initiative & Objectives	PSCC Statute 41-3542						
				1	2	3	4	5	6	7
Governance	1	5.8.1.1	Expand & Implement Interoperable Communications Governance Model & Plan	X	X	X	X	X	X	X
	2	5.8.1.2	Develop Long-term Plan for Statewide Interoperability for Voice and Data	X		X	X	X		
	3	5.8.1.3	Develop and Implement Long-term Funding and Sustainability Strategy for Interoperable Communications	X		X	X	X		
SOPs	4	5.8.2.1	Establish a PSP Framework, and Implement PSPs, Including SOPS, for Statewide Interoperable Communications Solutions	X	X		X	X		X
Technology	5	5.8.3.1	Complete AIRS by Deploying Remaining AIRS Suites	X			X			
	6	5.8.3.2	Implement, Enhance and Promote Functional Regional Systems in Support of Interoperable Communications	X		X	X	X		x
	7	5.8.3.3	Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology	X			X			
	8	5.8.3.4	Implement the State STR	X			X			
	9	5.8.3.5	Upgrade Operable Communication Systems for State Agencies In Support of Interoperable Communications	X		X	X	X		x
Training & Exercises	10	5.8.4.1	Develop and Implement a Training Plan to Address Interoperable Communications		X		X			
	11	5.8.4.2	Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications		X		X			
Usage & Outreach	12	5.8.5.1	Create and Implement an Education and Outreach Plan in Support of Interoperable Communications		X		X			X

APPENDIX C
KEY STAKEHOLDER ENGAGEMENT MEETINGS

Agency/Meeting	Frequency	Notes
250 Cities within Arizona		Connect via regional meetings, provide individual meetings as requested/necessary.
Arizona Ambulance Association	Quarterly	Annual Conference
Arizona Life Safety Council	Monthly	
Arizona Public Service		Operates County EOC radio system / Statewide trunked system
Communication Centers		Multiple Communication Centers in Each County with focus on Regional Centers
County 9-1-1 Centers		
County EMS Meetings	Varies by county	
County Fire Chief Meetings (15)	Varies by county	
County Law Enforcement Meeting	Varies by county	
County Manager Meetings		Regular meetings and an annual conference
AZDOHS 5 Regional Advisory Councils	Quarterly	
Fire Chiefs Association		Annual Conference
Fire Districts Association	Meetings throughout year	Annual Conference
Fire Mutual Aid Meetings		
Law Enforcement Pow-Wow	Annually	Annual Conference
Major Communication Drills/Exercises	Varies	
Phoenix UASI	Monthly	
Pima County Wireless (PCWIN)	Monthly	
Regional Communication Centers		
Regional EMS Councils (4)	Quarterly	SAEMS, NAEMS, WACEMS, AEMS
Salt River Project		
Southwest Border Initiative	Quarterly	
State Agency Users Group	Quarterly	
Tucson UASI	Monthly	